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# County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI  
Chief Executive Officer

July 18, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## **PROGRESS REPORT ON THE IMPLEMENTATION OF COUNTYWIDE IMPLICIT BIAS AND CULTURAL COMPETENCY TRAINING (ITEM NO. 8, AGENDA OF APRIL 18, 2017)**

On April 18, 2017, the Board of Supervisors (Board) adopted a motion, (postponed from April 11, 2017, so that cultural competency could be included), that called for the development and implementation of a Countywide training on Implicit Bias and Cultural Competency (IB&CC). The Board also took the following actions:

1. Instructed the Director of the Department of Human Resources (DHR), in collaboration with the Director of the Department of Workforce Development, Aging and Community Services, and the Director of the Los Angeles County Human Relations Commission (WDACS/LACHRC) to formally establish a plain language definition of IB&CC based on their research of national best practices that will then be used by all County departments;
2. Directed DHR, in collaboration with WDACS/LACHRC and the Department of Public Health (DPH), in conjunction with the Sheriff's Department, and through their work with the Government Alliance on Race and Equity (GARE), as well as input from key community stakeholders, to review and assess both national best practices and their respective IB&CC curricula, to adapt and/or adopt in the development and implementation of Countywide training that meet local community concerns;
  - a. Directed DHR to develop County department-specific metrics that measure the efficacy training has on operations or contact with the public.

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3. Directed DHR, in collaboration with WDACS/LACHRC, to work with the County Equity Oversight Panel (CEOP), and County Counsel, to create an attestation document for all IB&CC training curricula and related implementation activities to be signed by participants acknowledging guidelines established within the training curricula, with adherence and compliance to County policies and procedures;
4. Directed DHR to ensure that by the beginning of the next Management Appraisal and Performance Plan (MAPP) cycle on July 1, 2017, all Department Heads (DHs) will incorporate into their respective Key Responsibilities, the tenets of implicit bias and cultural competency training into their respective organizations' mission, vision and goals; and
5. Directed the CEO to:
  - a. Collaborate with the Quality and Productivity Commission (QPC), the Center for Strategic Public Private Partnership (CSPPP), and other appropriate County personnel, to assist with the assessment of need, estimated cost and a strategic plan prior to appropriating resources that will enable DHR and WDACS/LACHRC to effectively develop and deliver Countywide training on core standards and competencies, as well as provide technical assistance with metrics and evaluation.
  - b. Collaborate with DHR, WDACS/LACHRC, other County departments and entities including public health and public safety agencies, and external organizations such as the GARE, to organize, determine estimated cost, identify potential funding sources, and convene a Countywide conference in 2017 that promotes awareness, commitment, and skills development that strengthens organizational capacity for cultural competency and vigilance for the impact of implicit biases.

This report is comprised of two parts: (1) highlights of progress made toward implementing the Board's directives, outlined in this document; and (2) a detailed accounting of implementation efforts found in the attached *Status of Implementation: Los Angeles County's Implicit Bias and Cultural Competency Initiative* (Attachment). Organized by the directives of the motion, the Attachment identifies the lead(s) for each directive; progress made, next steps, and targeted completion dates.

### **IB&CC Work Group**

The CEO convened the IB&CC Work Group (Work Group) to confirm the roles for each lead and establish a mechanism for coordinating their respective efforts towards achieving the Board's intended outcomes. DHR and WDACS/LACHRC served as co-leads for directives 1 and 3, DHR served as the lead for directives 2 and 4, and the CEO served as lead for

directives 5a and 5b. The Work Group also counted with representation from the CEOP, County Counsel, and the 2016 and 2017 GARE Cohorts (GARE Cohorts).

### **Progress Highlights**

As detailed in the Attachment, the Work Group made significant progress toward implementing the Board's directive. Below are some highlights of these efforts.

1. Develop a plain language IB&CC definition. (Leads: DHR and WDACS/ LACHRC)

Based on national best practices and feedback received from GARE and the QPC, the Work Group developed the following draft plain language definitions:

#### Implicit Bias Definition

Implicit bias refers to stereotypes that affect our attitudes, understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. (*Adapted from the Kirwan Institute*)

#### Cultural Competency Definition

Cultural competency is the integration of skills and cultural knowledge about individuals and groups of people into specific workplace policies, programs, and behaviors for the purposes of increasing the quality of workplace interactions and service delivery. (*Adapted from the National Association of Social Workers*)

To make these concepts even more accessible to County employees the Work Group developed taglines and a set of key characteristics to accompany the definitions, as detailed in the Attachment.

2. Develop a Countywide IB&CC training curriculum, and department-specific metrics. (Lead: DHR)
  - a. DHR is targeting to roll-out a Countywide IB&CC training course via the LearningNet in early 2018 based on national best practices and lessons learned from County departments conducting similar trainings, such as DPH;
  - b. Managers and supervisors will be the first group to participate in the mandatory training, all other employees will be phased-in shortly after;
  - c. DHR projects to complement the online training with facilitated discussions, speakers, and recurring forums that engage County audiences in an exploration of topics that impact the workplace and the public through their Countywide Signature DIALOGUE Series, set to launch in late July; and

- d. The Work Group is consulting with departments implementing similar efforts, and outside subject matter experts (e.g., The Kirwan Institute, The Advancement Project, the W.K. Kellogg Foundation, etc.) to discuss potential evaluation approaches that can be adapted to the Countywide training.
3. Create an employee attestation document for all IB&CC training curricula and related implementation activities. (Lead: DHR and WDACS/LACHRC)

The CEOP and County Counsel developed an IB&CC employee attestation document that is being refined based on feedback received from the Work Group, the GARE Cohorts, and QPC. The refined document will serve as the basis for a briefer attestation statement to accompany the online trainings.

4. Ensure DHs incorporate the tenets of IB&CC training into their respective MAPP Goals and organizations' mission, vision, and goals. (Lead: DHR)
- a. On June 15, 2017, the Director of Personnel, Lisa Garrett, informed DHs of the requirement to incorporate the tenets of IB&CC into their MAPP Key Responsibilities. DHR further communicated to the DHs that they will receive a memo detailing specific IB&CC-related Key Responsibilities and MAPP Priorities to assist in developing their 2017-18 IB&CC MAPP Goals.
  - b. The MAPP Priorities and a set of SMART goals were developed with input from the Work Group and the GARE Cohorts.
- 5a. Assist with assessing the needs and estimated costs, and developing a strategic plan, for DHR to implement a Countywide training on core standards and competencies, and provide technical assistance with metrics and evaluation. (Lead: CEO)
- a. The CEO convened meetings with DHR, WDACS/LACHRC, QPC, and CSPPP to explore potential County and external resources to address DHR identified needs associated with implementation of the IB&CC training curriculum, evaluation, and the fall conference.
  - b. The QPC and CSPPP committed to help identify and, to the extent possible, secure resources needed to realize the implementation of an IB&CC Countywide training, evaluation, and the conference.

5b. Organize, determine estimated cost, identify potential funding sources, and convene a Countywide IB&CC conference in 2017. (Lead: CEO)

- a. The CEO convened a meeting of Work Group members and representatives of the GARE Cohorts to design the conference and determine potential costs and funds needed. The resulting framework for the proposed *Los Angeles County 2017 Summit: Transformation Through Inclusion and Equity* (Summit) is detailed in the Attachment. (The design team recommended referring to the conference as a "Summit" as it connotes more of a "call to action.")
- b. The CEO and the design team will continue to hone the details for the Summit with the goal of completing this process by August 2017. The Summit is targeted for late Fall 2017.
- c. The CEO, DHR, WDACS/LACHRC, and QPC agreed to organize an executive level IB&CC primer in advance of the Summit. The half-day *Executive-Level Leadership Convening on Inclusion and Equity* is targeted for September 2017. The Convening will be supported through existing resources.
- d. The CEO developed a survey for County departments to conduct a self-assessment of their IB&CC training capabilities; identify sources of flexible funding; and generate a list of potential internal and external IB&CC stakeholders. The survey results will be used to support the implementation of the IB&CC training and its evaluation, the Fall Summit, and other IB&CC training-related efforts.

The CEO will follow-up with departments regarding their responses to the survey and anticipate completing its analysis by the end of July 2017. Below are some of the preliminary findings:

In Fiscal Year 2016-17, departments:

- Allocated approximately, \$33 million to department-specific trainings (excluding Countywide trainings provided by central departments, such as DHR and the Internal Services Department);
- Spent approximately \$870,000 in Implicit Bias trainings; and approximately \$4 million in Cultural Competency trainings;
- Identified approximately \$200,000 in flexible funds that could be directed to support IB&CC training efforts; and

- 22 percent (22%) of all training dollars were allocated for CC trainings, while only two percent (2%) were dedicated to IB trainings.

Based on this preliminary data, departments seem to have two apparent IB-related opportunities: leverage existing trainings to include IB; and use flexible funding to support the development or expansion of IB trainings. The Work Group will review the CEO's final analysis and incorporate the findings into its overall IB&CC implementation strategy.

### **Next Steps**

Moving forward DHR, WDACS/LACHRC, and the CEO will continue to coordinate and build on their respective efforts to:

1. Ensure that DHs, IB&CC-related MAPP Goals align with their respective department's vision, mission, and goals;
2. Organize, fund, and convene a Countywide IB&CC Summit by late fall; and
3. Support and resource the implementation and evaluation of DHR's IB&CC training curriculum.

The CEO will provide an update in March 2018 to allow time for DHR to roll-out the IB&CC training, which is scheduled to begin in early 2018. The update will also provide a status of any activities that may stem from the Fall 2017 Summit.

If you have any questions or need additional information, please contact me or your staff may contact Fesia Davenport at (213) 974-1186 or via email at [fdavenport@ceo.lacounty.gov](mailto:fdavenport@ceo.lacounty.gov).

SAH:JJ:FAD  
HK:CP:km

Attachment

c: Executive Office, Board of Supervisors  
Human Resources  
Workforce Development, Aging and  
Community Services

***STATUS OF IMPLEMENTATION: LOS ANGELES COUNTY'S IMPLICIT BIAS AND CULTURAL COMPETENCY INITIATIVE***

The efforts detailed below are intended to work in concert with one another to realize the Board of Supervisors' directives, and address the negative and pervasive issues that can be associated with Implicit Bias and lack of Cultural Competency.

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
<p>1. Develop a plain language Implicit Bias and Cultural Competency (IB&amp;CC) definition.</p> <p>Leads: Departments of Human Resources (DHR) and Workforce Development, Aging and Community Services/ Los Angeles County Human Relations Commission (WDACS/LACHRC)</p>	<p>The IB&amp;CC Work Group developed a set of draft definitions and taglines based on research conducted by the WDACS/LACHRC on national best practices<sup>1</sup>. The definitions and taglines were refined based on feedback received from the Government Alliance on Race and Equity (GARE) 2016 and 2017 Cohorts (GARE Cohorts), and the Chair of the Quality and Productivity Commission (QPC). The definitions and taglines served two purposes: (1) frame and focus the development of a Countywide IB&amp;CC curriculum; and (2) through the use of simpler language make complex IB&amp;CC concepts more accessible to County employees.</p> <p>Additionally, for each definition a set of key characteristics was developed to further help County employees understand the concepts of IB&amp;CC. The draft definitions, taglines, and key characteristics are illustrated below:</p> <p><u>Implicit Bias</u></p> <ul style="list-style-type: none"><li>▪ <b>Definition:</b> Implicit bias refers to stereotypes that affect our attitudes, understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. <i>(Adapted from the Kirwan Institute)</i></li><li>▪ <b>Tagline:</b> Implicit bias is stereotyping that affects our attitudes, beliefs, and actions without our awareness.</li><li>▪ <b>Example of a Key Characteristic</b> <i>(Adapted from The Kirwan Institute)</i>: Implicit biases are <b>pervasive</b>. Everyone possesses them, even people with commitments to impartiality such as judges.</li></ul> <p><u>Cultural Competency</u></p> <ul style="list-style-type: none"><li>▪ <b>Definition:</b> Cultural competency is the integration of skills and cultural knowledge about individuals and groups of people into specific workplace policies, programs, and behaviors for the purpose of increasing the quality of workplace interactions and service delivery. <i>(Adapted from the National Association of Social Workers)</i></li></ul>	<p>The definitions, taglines, and key characteristics will be included as part of the Countywide IB&amp;CC curriculum under development by DHR.</p> <p><b>Targeted completion date:</b> December 2017</p>



BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
	<ul style="list-style-type: none"> <li>▪ <b>Cultural Competency Tagline:</b> Cultural competency is respecting what others believe, the languages they speak, and how they act and relate to others. This helps people work well across cultures.</li> <li>▪ <b>Example of a Key Characteristic:</b> Culture is the shared traditions, beliefs, customs, practices, and folklore that guide thinking, decisions and actions in a patterned way. They are learned throughout a lifetime and passed on through generations.</li> </ul>	
<p>2. Develop a Countywide IB&amp;CC training curriculum, and department-specific metrics.</p> <p>Lead: DHR</p>	<p>DHR is developing an online IB&amp;CC training course informed by best practices in learning pedagogy, DHR and WDACS/LACHRC's research, and IB&amp;CC-related trainings being implemented by several County departments<sup>ii</sup>. Resources from DHR's eLearning studio will be used to develop the online curriculum. Scheduled for completion in December 2017, the course will be rolled-out in phases via the County's LearningNet starting in early 2018. The online course is the first step in a multifaceted approach to IB&amp;CC training and cultural change.</p> <p>DHR is exploring complementing the online training with facilitated discussions, speakers and recurring forums, such as those that are being included as part of DHR's <i>Signature Dialogue Series</i>, which will be launched in late July. A new and ongoing Countywide forum the Diversity, Inclusion, and Acceptance (DIA) Series will use a variety of media, speakers, storytellers, panelists, and excursions to engage County employees in the exploration of societal topics that impact the workplace and public we serve. Events will be planned for a variety of audiences on an ongoing basis. The inaugural event in July will include a screening of <i>Political Animals</i>, a documentary film featuring Supervisor Kuehl as one of four courageous politicians who championed LGBTQ rights in the mid-90s and early 2000s. Future events will focus specifically on the County's concerted efforts to increase awareness of IB and build CC among employees.</p> <p>Further, recognizing that departments are at different stages of IB&amp;CC understanding and development, and they operate in different contexts to fulfill their respective missions, subsequent training will be developed by DHR to be customized by departments. DHR will provide standards, guidance, and assistance to help ensure effectiveness of departments' trainings. Envisioned as a mandatory training for County employees, implementation will be phased-in with County managers and supervisors included in the first phase. Participant feedback and assessment will be captured through mechanisms that are already in place via DHR (e.g., the <i>LearningNet</i>, pre &amp; post assessments, follow-up questionnaires). Further, the Work Group is consulting with internal resources (e.g., the Departments of Public Health (DPH), Public Library (Library), and the Sheriff), and experts in the field (e.g., see first endnote, The Advancement Project, etc.) to determine the data currently being collected and metrics available to evaluate the impact of IB&amp;CC trainings.</p>	<ul style="list-style-type: none"> <li>▪ Identify and convene trainers and champions from departments implementing IB&amp;CC-related trainings such as DPH, Library, and the Sheriff to inform metrics and evaluation of the Curriculum. (see endnote ii)</li> </ul> <p><b>Targeted completion date:</b> September 2017</p> <ul style="list-style-type: none"> <li>▪ DHR to test and roll-out the IB&amp;CC online training and materials, including vetting the definitions, taglines, and characteristics by Board Offices, Department Heads (DHs), and other key stakeholders identified through the IB&amp;CC CEO survey conducted in June 2017.</li> </ul> <p><b>Targeted completion date:</b> February 2018</p> <ul style="list-style-type: none"> <li>▪ As the online curriculum is being implemented with input from departments implementing IB&amp;CC trainings, DHR will develop follow-up classroom training and issue IB&amp;CC training standards for departments to follow when developing/ updating/customizing IB&amp;CC trainings and curricula; and develop protocols for departments to report back to DHR on the meeting of standards.</li> </ul> <p><b>Targeted completion date:</b> June 2018</p>

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
	Potential indicators discussed to date include pre- and post-training evaluations, departmental customer surveys (e.g., doctor-patient, service requests) and number of County Policy on Equity (CPOE) complaints.	
<p>3. Create an employee attestation document for all IB&amp;CC training curricula and related implementation activities.</p> <p>Leads: DHR and WDACS/LACHRC</p>	<p>The County's Equity Oversight Panel, in conjunction with County Counsel, has developed an attestation document. The document is being refined based on input received from the GARE Cohorts and QPC. Efforts are underway to simplify the language to make the document more accessible to trainees. A briefer attestation statement for County employees will be developed to accompany the online training and other activities.</p>	<p>Finalize revisions that would make the document more accessible to IB&amp;CC training participants; and develop an attestation statement for online trainings.</p> <p><b>Targeted completion date:</b> November 2017</p>
<p>4. Ensure Department Heads incorporate the tenets of IB&amp;CC training into their respective Management Appraisal and Performance Plan (MAPP) Goals and organizations' mission, vision, and goal.</p> <p>Lead: DHR</p>	<p>DHR has developed the following IB&amp;CC-specific MAPP key responsibilities statement for DH and MAPP-impacted staff:</p> <ul style="list-style-type: none"> <li>▪ <i>Ensures and maintains a diverse workforce, and fosters a culture of inclusion and acceptance within the Department that incorporates training on and cognizance of implicit bias and cultural competency.</i></li> <li>▪ <i>Ensures that departmental decisions regarding leadership opportunities, hiring, performance evaluations, performance management, contract awards, customer service, and other administrative matters are based on objective criteria, structure, and standardization.</i></li> <li>▪ <i>Vigilantly monitors and addresses organization culture and patterns of behaviors that could potentially be based on biases that override objective departmental criteria and standards that have been established to ensure equitable treatment of employees or customers.</i></li> </ul> <p>On June 15, 2017, the Director of Personnel, Lisa Garrett, informed DHs of the requirement to incorporate the tenets of IB&amp;CC into their MAPP Key Responsibilities. DHR further communicated to the DHs, they will receive a memo detailing specific IB&amp;CC-related Key Responsibilities and MAPP Priorities to assist in developing their 2017-18 IB&amp;CC MAPP Goals. The MAPP Priorities and a set of SMART goals were developed with input from the Work Group and the GARE Cohorts.</p>	<p>A DHR memo with MAPP instructions will be distributed to DHs and will include:</p> <ul style="list-style-type: none"> <li>▪ Recommendations to DHs regarding ways in which they may incorporate IB&amp;CC into their MAPP Priorities; and</li> <li>▪ A request for DHs to take advantage of the IB&amp;CC fall conference to revisit their MAPP Goals and progress</li> </ul> <p><b>Targeted completion date:</b> August 2017</p>

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
<p>5a. Assist with assessing the needs and estimated cost, and developing a strategic plan, for DHR to implement a Countywide training on core standards and competencies, and provide technical assistance with metrics and evaluation.</p> <p>Lead: CEO</p>	<p>The CEO:</p> <ul style="list-style-type: none"> <li>▪ Convened a meeting with the QPC and the Center for Strategic Public-Private Partnerships (CSPPP) to explore potential County and external resources available to support the development of DHR’s IB&amp;CC training curriculum and the conference targeted for late fall. The QPC and CSPPP committed to help identify and, to the extent possible, secure resources needed to realize the implementation of an IB&amp;CC Countywide training, evaluation, and the conference.</li> <li>▪ Developed a survey for County departments to conduct a self-assessment of their IB&amp;CC training capabilities; identify sources of flexible funding; and generate a list of potential internal and external IB&amp;CC stakeholders. The survey results will be used to support the implementation of the IB&amp;CC training and its evaluation, other IB&amp;CC-related efforts, and the Fall conference.</li> </ul> <p>The CEO will follow-up with departments regarding their responses to the survey and anticipate completing its analysis by the end of July 2017. Below are some of the preliminary findings:</p> <p>In Fiscal Year 2016-17, departments:</p> <ul style="list-style-type: none"> <li>□ Allocated approximately, \$33 million to department-specific trainings (excluding Countywide trainings provided by central departments, such as DHR and the Internal Services Department);</li> <li>□ Spent approximately \$870,000 in Implicit Bias trainings; and approximately \$4 million in Cultural Competency trainings;</li> <li>□ Identified approximately \$200,000 in flexible funds that could be directed to support IB&amp;CC training efforts; and</li> <li>□ 22 percent (22%) of all training dollars were allocated for CC trainings, while only two percent (2%) were dedicated to IB trainings.</li> </ul> <p>Based on this preliminary data, departments seem to have two apparent IB-related opportunities: leverage existing trainings to include IB; and use flexible funding to support the development or expansion of IB trainings. The Work Group will review the CEO’s final analysis and incorporate the findings into its overall IB&amp;CC implementation strategy.</p>	<ul style="list-style-type: none"> <li>▪ Finalize the analysis of the IB&amp;CC capacities and resources survey.</li> </ul> <p><b>Targeted completion date:</b> July 2017</p> <ul style="list-style-type: none"> <li>▪ CEO to assist DHR with defining their IB&amp;CC needs, and develop with QPC and CSPPP a plan for identifying and securing internal/external resources to support them.</li> </ul> <p><b>Targeted completion date:</b> August 2017</p>

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
	<ul style="list-style-type: none"> <li>▪ The list of stakeholder groups will be shared with the Board offices to determine if others need to be added. Stakeholder groups can potentially be engaged to: provide feedback on DHR trainings/materials; inform the content of the <i>Executive-Level Leadership Convening</i> (targeted for September), and participate in the fall conference.</li> </ul>	
<p>5b. Organize, determine estimated cost, identify potential funding sources, and convene a Countywide conference in 2017 that promotes awareness, commitment, and skills development that strengthens organizational capacity for cultural competency and vigilance for the impact of implicit biases.</p> <p>Lead: CEO</p>	<p>The CEO convened:</p> <ul style="list-style-type: none"> <li>▪ DHR, WDACS/LACHRC, and QPC to develop an <i>Executive-Level Leadership Convening</i> on inclusion and equity that will serve as the primer for the IB&amp;CC conference planned for late fall 2017; and</li> <li>▪ IB&amp;CC Work Group members and representatives of the GARE Cohorts to design the conference and determine potential costs and funds needed. The design team recommended referring to the conference as a “Summit” as it connotes <i>a call to action</i>. The following is a draft framework for the fall summit: <ul style="list-style-type: none"> <li>□ <b>WORKING TITLE:</b> <i>The Los Angeles County 2017 Summit: Transformation Through Inclusion and Equity.</i> (Summit)</li> <li>□ <b>GOAL:</b> <i>To increase awareness and understanding of Implicit Bias, Cultural Competency, and the role government can play in addressing inequities within its organizations, and in the delivery of services to individuals and communities.</i></li> <li>□ <b>OBJECTIVES:</b> <ul style="list-style-type: none"> <li>✓ Promote awareness, commitment, and skills development that strengthens organizational capacity for cultural competency and vigilance for the impact of implicit biases.</li> <li>✓ Introduce equity tools and perspectives that can be incorporated into workplace relationships, decision-making, policies, and procedures for the purpose of advancing equitable outcomes in business practices independent of race, gender, immigration status, religion, or other characteristics.</li> <li>✓ Increase awareness and understanding of the role government can play in addressing inequities often seen in communities of color by integrating equity tools and bias-focused trainings into decision-making processes and community engagement efforts.</li> </ul> </li> </ul> </li> </ul>	<p>Finalize the logistics for the Summit (agenda, format for the day, speakers, venue, etc.) and secure resources.</p> <p><b>Targeted completion date:</b> August 2017</p>

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
	<ul style="list-style-type: none"> <li>□ <b>Targeted participants:</b> Department Executives, Supervisors/Managers, and key line staff from within respective departments. The design team recommends that space be allotted for County affinity/cultural group representatives and other stakeholders identified via the CEO's departmental survey, in consultation with Board Offices.</li> <li>□ <b>Format for the day:</b> Will consist of a combination of plenaries; film screenings and facilitated discussions/break-out sessions; workshops on various IB&amp;CC and equity topics; and discussions regarding real world/best practice IB&amp;CC and equity tools used by governments from around the country.</li> </ul>	

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<sup>i</sup> Sources of National best practices on IB&CC include: For **Implicit Bias**—Anthony Greenwald & Mahzarin Banaji (originators of the term), Kirwan Institute, Substance Abuse and Mental Health Services Administration, National Center for State Courts, Perception Institute, and American Federation of Teachers; for cultural competency—Cross et al. 1989, National Association of Social Workers, National Education Association, Cross Cultural Health Care/ University of Florida.

<sup>ii</sup> Complementary County training efforts include: The Sheriff's *Principled Policing and Implicit Bias*, The Library's *iCount Equity Training*, and the DPH's *Implicit Bias Training* being developed by WDACS/LACHRC.



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SACHI A. HAMAI  
Chief Executive Officer

April 4, 2018

To: Supervisor Sheila Kuehl, Chair  
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From: Sachi A. Hamai  
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### **PROGRESS REPORT ON THE IMPLEMENTATION OF COUNTYWIDE IMPLICIT BIAS AND CULTURAL COMPETENCY TRAINING (ITEM NO. 8, AGENDA OF APRIL 18, 2017)**

This serves to provide the Board of Supervisors (Board) with an update regarding implementation efforts related to the County's Implicit Bias and Cultural Competency (IB&CC) initiative, adopted by the Board on April 18, 2017.

In our previous report, dated July 18, 2017, the Chief Executive Office (CEO) indicated that a number of milestones had already been achieved, and other efforts were underway, to realize the Board's IB&CC vision. Under the auspices of the IB&CC Work Group – co-led by the CEO and the Departments of Human Resources (DHR) and Workforce Development, Aging and Community Services/the Los Angeles County Commission on Human Relations (WDACS/LACCHR), and with representation from the County Equity Oversight Panel (CEOP), County Counsel, and the 2016 and 2017 Government Alliance on Race and Equity (GARE) Cohorts – the following achievements were highlighted:

1. Developed plain language IB&CC definitions for the County (Leads: DHR and WDACS/LACCHR);
2. Initiated design of a countywide IB&CC training course based on national best practices and lessons learned from County departments with similar trainings (Lead: DHR);
3. Created an IB&CC employee attestation to be included in all related training efforts/implementation activities (Leads: County Counsel and CEOP);

4. Ensured that Department Heads (DHs) incorporated the tenets of IB&CC training into their respective MAPP Goals and organization's mission, vision, and goals (Lead: DHR);
5. Assessed, in consultation with the Quality and Productivity Commission (QPC) and the Center for Strategic Public Private Partnership, the needs/estimated costs for DHR to implement a countywide training on core standards and competencies, and provide technical assistance with metrics and evaluation (Lead: CEO); and
6. Began the process of organizing a countywide conference (later to be known as the *Los Angeles County Equity Summit: Transformation Through Inclusion and Equity* (Summit) to promote awareness, commitment, and develop skills for building Cultural Competence and addressing issues related to Implicit Bias (Lead: CEO).

## PROGRESS UPDATE

This report is comprised of two parts: 1) highlights of progress made since our July update and 2) a detailed accounting of these efforts, which can be found in the attached *Los Angeles County's Implicit Bias and Cultural Competency Initiative: Implementation Update* (Attachment I). Organized by the directives of the motion, Attachment I identifies the leads for the directives, progress made, next steps, and targeted completion dates.

Below are highlights of progress made since our last report.

### Department Head IB&CC Training

On October 26, 2017, the Work Group facilitated a half-day *Department Head Convening*, led by Dr. Bryant T. Marks, founder of the National Training and Education Center, and Professor, Department of Psychology at Morehouse College. Dr. Marks also served as a trainer with the Obama Administration's *My Brother's Keeper* and *21<sup>st</sup> Century Policing* programs, and has conducted similar trainings with the Office of the District Attorney, the Los Angeles Police Department, other police departments in Southern California, and the California State University System.

The goals of the training were to: 1) receive and discuss IB&CC training and concepts; and 2) provide feedback regarding the *2018 Equity Summit*. DH attendance also counted towards achieving a MAPP Priority (SMART Goal) in this area and served to establish an IB&CC baseline for County executives.

### The 2018 Los Angeles County Equity Summit

On January 18, 2018, through the financial support of the Department of Mental Health (DMH), the County held its first annual *Los Angeles County 2018 Equity Summit on Implicit Bias and Cultural Competency*. With a tagline of: *Transformation through Education, Empowerment and Action*, the Summit was designed to inspire and provoke thought and

action through its rich and varied agenda, which included two keynote sessions and compelling panel discussions to address the goals of: 1) Increasing participants' education and management of Implicit Bias and Cultural Competence; 2) Using tools to critically understand and evaluate policies/procedures that marginalize populations; and 3) Committing to taking personal action and work within and across departments to address issues of inequity.

Below are highlights from the full-day Summit (see Attachment II Summit Program):

- Engaged over 525 representatives from all County departments. Attendees included 28 department directors, executives, managers and supervisors, administrative services, key line staff, and several staff members from County commissions.
- Provided the opportunity for attendees to hear and learn from members of the Board and nationally recognized experts on such topics as, *A Matter of Perspective: Defining Terms, Measuring Racial Equity – A Groundwater Approach*, and *The Hidden Biases of Good People: Implications for City and County Government Units*.
- Introduced subject matter experts from the Advancement Project, GARE and the W.K. Kellogg Foundation (WKKF) in a panel discussion on *Race, Inequities and National Place-Based Equity Models*. Additionally, attendees learned about Los Angeles County Equity Initiatives from leaders of the Departments of Public Libraries, Public Health, Sheriff, and the Women and Girls Initiative.
- Facilitated pre-designated departmental leads and co-leads to meet with their department's representatives and produce a set of draft *IB&CC Commitments* to reduce/eliminate the negative effects of implicit biases on their respective services and clients, and improve their department's cultural competence. The *Commitments* were submitted at the end of the Summit in response to a *Call to Action*. The *Commitments* will serve as the centerpiece for the April 19, 2018, *Post Summit Commitments Meeting* described below.

The *Summit* also provided the opportunity to unveil the newly branded County IB&CC logo, designed by the Board's Graphic Arts section and inspired by the *I CAN WE CAN* photograph featured in the *Los Angeles County Arts Report: Cultural Equity & Inclusion Initiative*. Additionally, the Summit presentation folders showcased the County's newly adopted plain language IB&CC definitions.



### *Post Summit Survey*

An anonymous online Survey was conducted of Summit participants with nearly 100 responses received. Overall, participants indicated being very pleased with the Summit and found its content to be valuable, educational, and relevant to their work. Please refer to Attachment II for details regarding these findings.

### *Post Summit Commitments Meeting*

As described earlier, County leaders attending the Summit submitted a set of initial *IB&CC Commitments* at the end of the event. Over 160 draft *Commitments* were submitted by departments, which were then organized into a set of seven functional categories that were adopted from organizational assessment checklists created and used by the National Center for Cultural Competence at Georgetown University (e.g., values, principles and policies, training, contracting/procurement, etc.).

On April 19, 2018, the CEO will convene all department leads, co-leads, and 2018 GARE representatives (see GARE section below) to discuss, prioritize, and refine their draft *Commitments*. Departments will be asked to review each other's *Commitments* in advance of the meeting, so as to identify potential areas of alignment and collaboration with other departments and across disciplines. Departments will also be asked to collectively identify and prioritize potential *Commitments* that can be implemented to move the County's overall IB&CC agenda forward. Emphasis will be placed on maximizing and leveraging existing resources, developing phased implementation plans and metrics, aligning IB&CC and GARE efforts, and reaching consensus on draft recommendations that will be further refined after the meeting for Board consideration.

### Countywide IB&CC Training, Rollout and Curricula

Below are a set of highlights DHR IB&CC-related efforts:

- **IB&CC Plain Language Definitions:** The Definitions have been incorporated into the countywide online training that is set to launch at the end of April 2018, and will be added to all subsequent IB&CC curricula.
- **2017-18 IB&CC MAPP Priorities:** Included in the 2017-18 MAPP Priorities on IB&CC as DHs key responsibilities, the Priorities were created to: lead the way in addressing the County's efforts toward increased knowledge of IB&CC; create and implement a minimum of three customer service measures to identify potential inequities in service delivery; and ensure that a minimum of 50 percent of department employees complete IB&CC training.
- **IB&CC Training Master Agreement:** DHR worked with the Internal Services Department on a master agreement with Dr. Marks to deliver instructor-led IB&CC training to departments based on his presentations at the *Department Head*

*Convening* and the *Summit*. These events, along with DHR's *Signature DIALOGUE Series* and the creation of the online IB&CC training, will assist DHs achieve their MAPP Priorities.

- **Best Practices:** Research was conducted on IB&CC best practices including training implementation, training evaluation and short- to long-term training impacts. The curriculum was developed by DHR in consultation with other County subject matter experts including WDACS and DMH.
- **Curricula:** The countywide online course introduces the fundamental concepts of IB&CC and provides practical techniques that each Learner can use to develop a personal action plan to mitigate implicit biases and improve their cultural competence. The course's learning is reinforced through the use of videos, reflection activities, and multiple-choice quizzes. As a means of enhancing applicability to the workplace, examples and references to workplace scenarios are interwoven throughout the course.
- **Metrics:** At the end of the first year, an evaluation of the training's impact will inform next steps including whether the course should be mandatory. DHR plans to measure the efficacy of the IB&CC training using individual (participant) and organizational evaluations, as well as implementation plans/metrics stemming from the April 19, 2018, *Commitments Meeting* and other source metrics.

#### IB&CC-Related Efforts

Below is an outline of two key initiatives that the County is engaged in, and efforts are being aligned with the broader Countywide IB&CC vision.

##### *The Government Alliance on Race and Equity*

GARE is a national network of governments working to achieve racial equity and advance opportunities for all. GARE trainings are designed to assist jurisdictions that are already broadly inclusive to more explicitly explore the concept of racial equity.

At the request of Supervisor Ridley-Thomas, and underwritten by DMH, 30 County departments (the largest Cohort to date) joined Culver City and Santa Monica as part of the year-long training. This training will culminate in the development of a *Race Equity Action Plan* (Plan) that builds on the Plans produced by the County's 2016 and 2017 Cohorts. To further align GARE and IB&CC efforts, the CEO requested departments to assign a departmental lead who attended the *Summit* to serve as their GARE representative. Efforts to leverage these complementary efforts will continue at the April 19, 2018, *Commitments Meeting*, with the intent of having the GARE Plan align with and build on the IB&CC *Commitments* process.

*Truth, Racial Healing and Transformation (TRHT)*

The WKKF announced that Los Angeles (County and City) would be one of 14 communities around the nation to receive grants for WKKF's Racial Equity Program: TRHT. The Board in conjunction with the TRHT LA Team declared January 16, 2018, A Day of Racial Healing – Equity for All in LA County, and the TRHT National Director, Reverend Alvin Herring, came from Michigan to receive the Board scroll and to speak as a panelist at the County's *Summit*.

**NEXT STEPS**

- On April 19, 2018, the CEO will convene department leads, co-leads, and 2018 GARE representatives to prioritize and refine the draft IB&CC *Commitments* that were submitted at the end of the *Summit*. The day will align IB&CC and GARE efforts, produce phased implementation plans/metrics, and generate draft recommendations for the Board to consider.
- By the end of April 2018, DHR will roll-out the countywide IB&CC training course via the Learning Net.
- By June 2018, DHR will use the *Commitments* and implementation plans/metrics stemming from the April 19, 2018, *Commitments Meeting* to further guide the development of a countywide IB&CC training curriculum and associated baselines/metrics.

The CEO will report back on June 30, 2018, with the outcomes and any recommendations produced at the April 19, 2018, *Commitments Meeting*. The update will also include an update on the roll-out of DHR's IB&CC training.

If you have any questions or need additional information, please contact me or your staff may contact Fesia Davenport at (213) 974-1186 or via email at [fdavenport@ceo.lacounty.gov](mailto:fdavenport@ceo.lacounty.gov).

SAH:JJ:FAD  
HK:CP:km

Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Human Resources  
Workforce Development, Aging and Community Services

LOS ANGELES COUNTY’S IMPLICIT BIAS AND CULTURAL COMPETENCY INITIATIVE  
Implementation Update

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES					
<div>1. Develop a countywide Implicit Bias and Cultural Competency (IB&amp;CC) training curriculum, and department-specific metrics.</div> <div>Lead: DHR</div>	<div><u>Background</u></div> <p>The Department of Human Resources (DHR) incorporated the plain language IB&amp;CC definitions into its countywide online training, which will be launched at the end of April 2018. DHR is also ensuring that these definitions will be incorporated into all subsequent IB&amp;CC curricula. To date, the definitions have been included in the October 2017 IB&amp;CC <i>Department Head Convening</i>, the January 2018 Equity Summit, and all IB&amp;CC classroom trainings.</p> <p>To further the Board’s directive on IB&amp;CC, Lisa M. Garrett, Director of Personnel, created the 2017-18 MAPP Priorities on IB&amp;CC to be included as key responsibilities for all Department Heads (DHs). These responsibilities include leading the way in addressing the County’s efforts toward increased knowledge of IB&amp;CC; creating and implementing a minimum of three customer service measures to identify potential inequities in service delivery; and ensuring that a minimum of 50 percent of department employees complete IB&amp;CC training.</p> <div><u>Curricula</u></div> <p>The online course introduces the fundamental concepts of IB&amp;CC. It also provides practical techniques that each Learner can use to develop a personal action plan to mitigate implicit biases and improve their cultural competence. Two narrators curate the course’s content, and learning is reinforced with videos, reflection activities, and multiple-choice quizzes. As a means of enhancing applicability to the workplace, examples and references to workplace scenarios are interwoven throughout the course. The course consists of four modules as illustrated in the table below.</p> <table><tr><td>IB&amp;CC Online Training Curricula by Module</td></tr><tr><td>Module I: Defining Implicit Bias and Cultural Competency</td></tr><tr><td>Module II: Understanding Implicit Bias</td></tr><tr><td>Module III: Exploring Cultural Competency</td></tr><tr><td>Module IV: The County Policy of Equity (CPOE)</td></tr></table> <div><u>Metrics</u></div> <p>At the end of the first year, an evaluation of the training impact will inform next steps with open consideration of making IB&amp;CC a required course. DHR plans to measure the efficacy of the IB&amp;CC training in two parts. Part one: an individual</p>	IB&CC Online Training Curricula by Module	Module I: Defining Implicit Bias and Cultural Competency	Module II: Understanding Implicit Bias	Module III: Exploring Cultural Competency	Module IV: The County Policy of Equity (CPOE)	<div><ul style="list-style-type: none"><li>By the end of April 2018, DHR will roll out the countywide IB&amp;CC training course via the Learning Net.</li><li>By the end of June 2018, DHR will use the prioritized Commitments and implementation plans / metrics developed at the April 19, 2018, Commitments Meeting to further guide the development of the countywide IB&amp;CC training curriculum and associated baselines/metrics.</li></ul></div>
IB&CC Online Training Curricula by Module							
Module I: Defining Implicit Bias and Cultural Competency							
Module II: Understanding Implicit Bias							
Module III: Exploring Cultural Competency							
Module IV: The County Policy of Equity (CPOE)							

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
	<p>(participant) evaluation of the online course along with a pre and post knowledge assessment survey. Part two: an organizational evaluation, which will consist of a collaborative partnership with County departments that will find meaningful ways to define and identify IB&amp;CC training impacts on communities served.</p> <p>Other source metrics under consideration are utilizing one or more of the nationally recognized IB&amp;CC assessment methods that measure impact, decision-making, differentials in individual biases, and effects on communities through service. The University of California, Hastings, Georgetown University, and other renowned research institutions have studied these assessment methods.</p>	
<p>5b. Organize, determine estimated cost, identify potential funding sources, and convene a countywide conference in 2017 that promotes awareness, commitment, and skills development that strengthens organizational capacity for cultural competency and vigilance for the impact of implicit biases.</p> <p>Lead: CEO</p>	<p><u>The 2018 Los Angeles County Equity Summit</u></p> <p>On January 18, 2018, the County held its first annual <i>Los Angeles County 2018 Equity Summit on Implicit Bias and Cultural Competency</i> (Summit). Subtitled: <i>Transformation through Education, Empowerment and Action</i>, the Summit was designed to inspire and provoke thought and action through its rich and varied agenda, which included two keynote sessions and compelling panel discussions to address the goals of:</p> <ul style="list-style-type: none"> <li>• Increasing participants' education and management of Implicit Bias and Cultural Competence;</li> <li>• Using tools to critically understand and evaluate policies/procedures that marginalize populations; and</li> <li>• Committing to taking personal action and work within and across departments to address issues of inequity.</li> </ul> <p>The Summit engaged approximately 525 designated representatives from all County Departments, each chosen as organizational leaders with the vision, knowledge, and experience needed to help transform Los Angeles County into a national equity model. Another 40 persons attending the Summit included the Design Workgroup, program participants and volunteers. In addition to having 28 department directors in attendance, the majority of the representatives consisted of department executives, managers and supervisors, administrative services and key line staff. Several staff members from County commissions were also present.</p> <p>At this full-day Summit (see attached Summit Program) attendees heard from members of the Board, national recognized experts on such topics as, <i>A Matter of Perspective: Defining Terms, Measuring Racial Equity – A Groundwater Approach</i>, and <i>The Hidden Biases of Good People: Implications for City and County Government Units</i>. Authorities from the Advancement Project, GARE and the W.K. Kellogg Foundation participated in panel discussions on <i>Race, Inequities and National Place-Based Equity Models</i>. Moreover, in the afternoon's final panel discussion, County leaders presented on current Los Angeles County Equity Initiatives.</p>	<p><b>Target Date:</b> On April 19, 2018, the CEO will convene department leads, co-leads, and 2018 GARE representatives to prioritize and refine the draft IB&amp;CC Commitments submitted at the end of the Summit. The day will align IB&amp;CC and GARE efforts, produce phased implementation plans/ metrics and generate draft recommendations for the Board's consideration.</p>

BOARD DIRECTIVES	PROGRESS MADE	NEXT STEPS/TARGET DATES
	<p>Following the keynote and panel presentations, attendees received example commitment options that departments could implement to reduce or eliminate the negative effects of implicit biases on their respective services and clients, and improve each department's cultural competency. Using the information received from the Summit presentations, panel discussions and example commitments, departments then participated in an interdepartmental breakout session designed for collaboration on their respective commitments to implement IB&amp;CC concepts and practices to address issues of inequity. This session was led by pre-designated departmental IB&amp;CC leads and co-leads. An online electronic toolkit was set-up to facilitate attendees' access to Summit resources, as well as additional resources such as articles, reports and research briefs, and Board documents.</p> <p>Additional takeaways included tote bags, lanyards, and presentation folders featuring the newly branded County IB&amp;CC logo, designed by the Board's Graphic Arts section and inspired by the <i>I CAN WE CAN</i> photograph featured in the <i>Los Angeles County Arts Report: Cultural Equity &amp; Inclusion Initiative</i>. The presentation folders also showcased the County's newly adopted plain language definitions for IB&amp;CC, respectively. Summit activities concluded with an inspirational call to action for all County departments to implement the Board's transformative vision.</p> <p>The Summit was made possible through the financial support provided by the DMH via the use of Mental Health Services Act dollars.</p> <p><i>Post Summit Survey Details</i></p> <p>An anonymous online Survey was conducted of Summit participants. Of the approximately 100 responses received, participants indicated being very pleased with the Summit and found its content to be valuable, educational, and relevant to their work.</p> <p>For example, 96 percent of participants reported feeling either <i>somewhat or very satisfied</i> with the Summit and 86 percent of respondents felt similarly about its content. Fifty-eight percent reported knowing <i>very little</i> about IB&amp;CC prior to the Summit, but by the event's end, that number had dropped to 4 percent, with 96 percent stating knowing <i>quite a bit or enough to teach others</i>. Additionally when asked, 98 percent of respondents stated that the content covered was <i>either somewhat or very relevant</i> to the work they perform on a daily basis.</p>	



**Implicit Bias & Cultural Competency** • Implicit bias refers to stereotypes that affect our attitudes, understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Cultural competency is the integration of skills and cultural knowledge about individuals and groups of people into specific workplace policies, programs, and behaviors for the purpose of increasing the quality of workplace interactions and service delivery.

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Los Angeles County 2018 Equity Summit

***Transformation through Education,  
Empowerment and Action***

**January 18, 2018**

LAX Marriott  
5855 E. Century Blvd.  
Los Angeles, CA 90045

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## **County of Los Angeles Board of Supervisors**

Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles CA 90012



## *Welcome to Los Angeles County's 2018 Inaugural Equity Summit!*



Today's gathering is a major milestone as we move forward with a multi-year, multifaceted initiative to address an important topic—Implicit Bias and Cultural Competency in our County workplace and in our service to the public.

This ambitious undertaking was initiated in a motion by Supervisor Mark Ridley-Thomas and approved by the Board of Supervisors (Board) in April. We have a lot to accomplish, and we are working across departmental boundaries to create a more equitable Los Angeles County. Key collaborative partners include the Chief Executive Office and the Department of Human Resources, along with the Human Relations Commission/Workforce Development, Aging and Community Services, and other County departments and partners.

Together we are building an Implicit Bias and Cultural Competency framework for the County that includes:

- Developing plain language definitions for what we mean when we talk about Implicit Bias and Cultural Competency;
- Creating a countywide training curriculum;
- Establishing department-specific Management Appraisal and Performance Plan Goals; and
- Convening a countywide conference to promote awareness, commitment, and skills that strengthen organizational cultural competency capacities and reduce the negative impact of implicit biases.

Today's Equity Summit is the first such conference—and I hope you will agree that it is an inspiring and thought-provoking way to begin the New Year. The agenda is rich and varied, with keynote addresses and compelling panel discussions around the topics of implicit bias and cultural competency. We will hear from County leaders, as well as nationally recognized experts. I hope this gathering will serve as a call to action for all County departments to implement the Board's transformative vision.

Thank you for being here. You were chosen to participate because you are organizational leaders with the vision, knowledge, and experience needed to help us to transform Los Angeles County into a national model through education, empowerment, and action.

*Sachi A. Hamai*

SACHI A. HAMAI  
Chief Executive Officer

## Los Angeles County 2018 Equity Summit

# ***Transformation through Education, Empowerment and Action*** **January 18, 2018**

### **SUMMIT GOALS**

- Increase participants' education and management of Implicit Biases and Cultural Competency.
- Use tools to critically understand and evaluate policies/procedures that marginalize populations.
- Commit to taking personal action and work within and across departments to address issues of inequity.

### **AGENDA (8:30 AM – 5:00 PM)**

- I. Continental Breakfast And Registration: 7:00 AM – 8:30 AM**
- II. Welcome & Convening**  
Sachi A. Hamai, Chief Executive Officer  
Lisa M. Garrett, Director of Personnel
- III. What Does Inequity Look Like?**  
Mary Wickham, County Counsel  
Video excerpt: Legalize Democracy
- IV. A Vision for a More Equitable Los Angeles County**  
Supervisor Mark Ridley-Thomas, Second Supervisorial District
- V. A Matter of Perspective: Defining Terms**  
Bryant Marks, Director, National Training and Education Center and Professor, Psychology Department, Morehouse College
- VI. Measuring Racial Equity - A Groundwater Approach**  
Bayard Love and Deena Greene, Racial Equity Institute
- VII. Lunch**  
Video: Making the Unconscious Conscious
- VIII. The Many Faces of Inequity**  
Supervisor Hilda Solis, First Supervisorial District

## AGENDA (Cont.)

### IX. Race, Inequities and National Place-Based Equity Models

Panelists:

**Reverend Alvin Herring**, Director, Racial Equity and Community Engagement, W.K. Kellogg Foundation;  
**John Kim**, Executive Director, Advancement Project, California Office;  
**Dwayne Marsh**, Deputy Director, Government Alliance on Race and Equity.

Moderator: **Jasleen Kohli**, Director, Critical Race Studies Program, UCLA School of Law.

### X. The Hidden Biases of Good People: Implications for City and County Government Units Dr. Bryant Marks

### XI. Los Angeles County Equity Initiatives

Panelists:

**Bobby Cagle**, Director, Department of Children and Family Services;  
**Dr. Barbara Ferrer**, Director, Department of Public Health;  
**Jill Serrano**, Los Angeles County Sheriff's Department;  
**Skye-Ephifanie Patrick**, Director, Public Libraries;  
**Regina Waugh**, Director, Women and Girls Initiative.

Moderator: **Jasleen Kohli**

### XII. Next Steps: Departments' Commitments for Addressing Implicit Bias and Cultural Competency

### XIII. Message from the Chair Supervisor Sheila Kuehl, Third Supervisorial District

### XIV. Call to Action: Transforming Los Angeles County Into a National Equity Model Lisa Garrett





## PRESENTERS



### Lisa M. Garrett

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Lisa Garrett is a servant leader with a passion for continuous learning and advancing excellence in government. She joined the County of Los Angeles in 1994 as a Deputy District Attorney. In 2001, she moved to the Child Support Services Department, serving as Assistant Division Chief, Chief Deputy Director, and Chief Attorney.

In March, 2010, Lisa was appointed as the Director of Personnel and has led her team in several innovative initiatives, including the establishment of the Los Angeles County University to develop current and emerging leaders; the roll-out of NeoGov, the County's first integrated applicant tracking system; the revamp of the DHR website showcasing the diversity of the County's workforce and departments; the development of the Department's Strategic Plans, the Dependent Eligibility Verification Audit, which saved the County over \$20 million; the creation and implementation of TempLA!; and the roll-out of eAppeals, an online appeals management system.

Lisa holds a Bachelor's degree from UCLA, a JD from Southwestern University School of Law and a MBA from Pepperdine University. She is a member of the California Bar, the Society for HR Management, the International Public Management Association-HR, and is the immediate past President of the County Personnel Administrators Association of California.



### Mary Wickham

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Mary C. Wickham was appointed to the position of County Counsel by the Los Angeles County Board of Supervisors in November 2015. The 15th County Counsel and the second woman to hold the position, Mary began her career with the Office of County Counsel in 1995. She focused heavily on employment law and was the lead County Counsel on the *Bouman v. Baca* gender discrimination federal court class action involving the Los Angeles Sheriff's Department (LASD). She was instrumental in resolving and ending the case by bringing the LASD into full compliance and in the issuance of a consent decree. This included developing and implementing a Policy of Equality for LASD. Later, Mary developed and implemented a similar process for the entire County known as the County Equity

Oversight Panel (CEOP) which receives and investigates complaints related to the County Policy of Equity (CPOE). In 2013, Mary served as Acting Executive Director of the newly created CEOP and in 2014, was appointed Executive Director. Mary received her Bachelor of Arts in Public Administration from USC and her Juris Doctor from Whittier College School of Law where she served as Managing Editor of Whittier College Law Review.

## KEYNOTE SPEAKERS



### Dr. Bryant T. Marks

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Dr. Bryant T. Marks, Sr. is a minister, researcher, trainer, and award-winning educator. He is the Founding Director of the National Training and Education Institute and a professor in the Department of Psychology at Morehouse College. He served on President Obama's Board of Advisors with the White House Initiative on Educational Excellence for African Americans and as senior advisor with the White House Initiative on Historically Black Colleges and Universities. Dr. Marks was a contributor/trainer with the Obama Administration's My Brother's Keeper (MBK) and 21<sup>st</sup> Century Policing programs. Dr. Marks has provided implicit bias training to over 15,000 law enforcement personnel, including the entire Los Angeles Police Department. He has also provided training related to diversity and implicit bias to individuals in education, philanthropy, non-profits, local and federal government, and several other sectors. He holds a B.A. in psychology and a minor in economics from Morehouse College, and an M.A. and Ph.D. in Social Psychology from the University of Michigan. Dr. Marks conducts research and professional development in the areas of diversity and implicit bias, Black male psychology and development, and personal passion and productivity. Dr. Marks is married to Kimberly Marks and father to Kim, Zion-Trinity, and Bryant II.



### Bayard Love

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Bayard "Bay" is an organizer, trainer and projects manager with the Racial Equity Institute. He holds an MBA from University of North Carolina, and a Master's in Public Policy from Duke University. Bay left corporate consulting to combine his experience in organizational strategy, public policy and structural racism and now works as a consultant for organizations across the country. He has served as treasurer for the board of the Greater New Orleans Fair Housing Action Center, contributes to and co-authors academic work on the causes of racial inequity, serves as an adjunct professor at the University of North Carolina, and regularly keynotes for organizations and coalitions working to address racial inequity.



### Deena Hayes-Greene

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Deena Hayes-Greene is Managing Director of the Racial Equity Institute (REI) and brings over 15 years of experience as a community and institutional organizer. Deena has worked extensively across the country, including in Alaska, including work in the areas of Social Services / Health and Human Services, public and private education, Higher Education, Judicial / Disproportionate Minority Contact initiatives, public health and non-profits, and corporate diversity. Deena is a former Human Relations Commissioner for the City of Greensboro and has received numerous awards and citations for outstanding leadership. She lives with her family in Greensboro, N.C.



## PANEL: Race, Inequities and National Place-Based Equity Models



### Jasleen Kohli, Moderator

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Jasleen Kohli is the Director of the Critical Race Studies Program at UCLA School of Law (CRS). The only program of its kind, CRS is the premier institutional setting for the study of the intersection between race and the law. Anchored by highly-renowned faculty and scholars, CRS consistently attracts top students from around the country committed to advancing racial and social justice.

Kohli has practiced in the areas of civil rights, labor law, and policy development, and her emphasis has been to integrate Critical Race Theory principles into practice. Prior to joining UCLA Law, Kohli served as policy analyst for the Los Angeles Alliance for a New Economy (LAANE), a leading advocacy organization dedicated to promoting sustainable economic development and was the first in-house counsel at UNITE HERE Local 11, the union representing hotel and food service workers.

Kohli received her J.D. from Harvard Law and her B.A. from UC Berkeley with Highest Honors in English. While at Harvard, she served as a student attorney at the Harvard Legal Aid Bureau representing low-income clients and co-directed a highly regarded documentary on issues of race and legal pedagogy entitled *Legally Black and Brown and Yellow and Red*.



### Reverend Alvin Herring

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Alvin Herring is director of racial equity and community engagement at the W.K. Kellogg Foundation in Battle Creek, Michigan.

Herring provides strategic oversight for the Racial Equity and Community Engagement team and grant portfolios that advance the foundation's mission to support children, families and communities as they strengthen and create conditions that propel vulnerable children to achieve success in school, work and life. He actively guides the integration of community engagement and racial equity into all aspects of the foundation's national grantmaking strategy and place-based efforts in Michigan, Mississippi, New Mexico and New Orleans.

Herring was the deputy director/senior leader at the PICO National Network. He previously held positions as the executive director for the Working Interfaith Network in Baton Rouge, Louisiana; a community organizer for the Contra Costa Interfaith Supporting Community Organization in Richmond, California; the executive director for the Muhammad Ali Institute for Peace and Justice in Louisville, Kentucky; and was the dean of students/assistant vice president for student life at the University of Louisville.

Herring holds a Bachelor of Arts in psychology and pan-African studies from the University of Louisville and master's degree in counseling from the University of St. Francis.



## John Kim

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John Kim is the Executive Director of Advancement Project's (AP) California Office. John has been lifting the voice and needs of low-income communities of color to transform systems and expand opportunity for all. Through coalition building and by utilizing innovative tools and strategies, he has helped redirect hundreds of millions public and private dollars to the most underserved communities.

John joined Advancement Project in 2002 to develop, build, and launch the Healthy City Project, which subsequently grew into one of AP's largest program areas providing data, research, and mapping support to tens of thousands of service providers and community advocates across the state. He was promoted to Managing Director of the California Office in 2004 before being appointed a Co-Director of the Advancement Project in 2008.

Under his leadership, many of these initiatives, have transformed the way that large public institutions allocate funding and provide programs and services to the most underserved communities. John has a long track record as a coalition-builder and facilitator of multi-stakeholder collaborations and has established a wide range of partnerships with community-based organizations, elected officials, governmental agencies, academic researchers, and foundations across the state.



## Dwayne Marsh

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Dwayne S. Marsh is Deputy Director of Government Alliance on Race and Equity (GARE). Dwayne currently manages two GARE learning cohorts in Northern California and Southern California. He also is the Vice President of Institutional Change at the new Race Forward. The new Race Forward is the union of two leading racial justice non-profit organizations: Forward and Center for Social Inclusion (CSI).

Prior to GARE, Marsh was, for six years, a senior advisor in the Office of Economic Resilience (OER) at the U.S. Department of Housing and Urban Development. There, he helped advance sustainable planning and development through interagency partnerships, departmental transformation, and funding initiatives managed through OER. He was OER's principal coordinator for a \$250 million grant program and led the development of capacity building resources that reinforced the work of pioneering grantees in 48 states and the District of Columbia. Under his leadership, OER prioritized equity as a foundational principal for its planning and investment initiatives.

Marsh brings to GARE his expertise and considerable experience in coalition building for regional equity and leadership development for policy change. He provides technical assistance and capacity building knowledge to equitable development initiatives that address continuing disparities in affordable housing, transportation investment, and environmental justice. Before HUD, Marsh spent a decade at [PolicyLink](#), the national organization committed to economic and social equity. Before PolicyLink, he directed the FAITHS Initiative for eight years at The San Francisco Foundation, building a nationally renowned community development and capacity building program that continues to this day.



## **PANEL: Los Angeles County Equity Initiatives**



### **Bobby D. Cagle**

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Bobby Cagle has served as Director of the Los Angeles County Department of Children and Family Services (DCFS) since December 1, 2017. With an annual budget of approximately \$2.6 billion and nearly 9,000 employees, Mr. Cagle oversees the largest child welfare agency in the nation.

Prior to joining DCFS, Governor Nathan Deal appointed Mr. Cagle to serve as the Director of the Georgia Division of Family and Children Services in June 2014, serving as the Chief Executive Officer of the state agency providing child welfare, nutrition and economic assistance. Mr. Cagle had served the same agency as Director of Legislative and External Affairs and Family Services. Mr. Cagle also served as the Commissioner of Bright from the

Start: Georgia Department of Early Care and Learning.

Earlier positions include Deputy Director of Youth and Family Services for the Mecklenburg County Department of Social Services, Director of the Graham County Department of Social Services, and Judicial District Manager for the North Carolina Department of Corrections.

Recent honors include the 2016 Annie E. Casey Children and Families Fellowship; Distinguished Social Work award by the Georgia Chapter of the National Association of Social Workers; Notable Georgian by Georgia Trend Magazine in 2015, 2016, and 2017.

A native of Robbinsville, North Carolina, Director Cagle earned a Bachelor of Arts in Political Science and Sociology, and a Master of Social Work from the University of North Carolina at Chapel Hill.



### **Barbara Ferrer, Ph.D., M.P.H., M.Ed.**

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Dr. Barbara Ferrer leads the Los Angeles County Department of Public Health which works to protect and promote health, and prevent disease in communities. She oversees a budget of \$1 billion and directs a workforce of 4,000 public health practitioners.

Most recently, Dr. Ferrer served as the Chief Strategy Officer for the W.K. Kellogg Foundation, where she was responsible for developing the strategic direction for program-related work and providing leadership to the foundation's key program areas. Prior to W.K. Kellogg Foundation, Dr. Ferrer served as the Executive Director of the Boston Public Health Commission, where she led a range of programs and built innovative partnerships to

address inequities in health outcomes, and to support healthy communities and healthy families.

Dr. Ferrer also served as Director of Health Promotion & Chronic Disease Prevention and Director of the Maternal & Child Health Division at the Massachusetts Department of Public Health. As Headmaster at a high school in Boston, she led efforts to improve graduation and college acceptance rates. Dr. Ferrer received her Ph.D. in Social Welfare from Brandeis University, M.P.H. from Boston University, M.Ed. from the University of Massachusetts, Boston, and BA in Community Studies from the University of California, Santa Cruz.





## **Skye-Ephifanie Patrick**

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Skye Patrick was appointed LA County Library Director on February 1, 2016. Ms. Patrick manages the Library's \$201 million annual budget, and is responsible for the Library's 87 community libraries, serving 3.4 million residents.

She has made it her mission to break down barriers and increase access for all by introducing the iCount equity initiative. This initiative ensures the LA County Library makes every effort in designing services and programs that address the needs of the diverse community it serves.

Ms. Patrick diligently worked to make library services available beyond the library walls by introducing the MāKMō vehicles. They are a new delivery system to support S.T.E.A.M. makerspaces, and early literacy through our Reading Machine vehicles.

This year, Director Patrick implemented the "Great Read Away" program which allows card holders with fines to read down fines at libraries. Most recently, a new fine-free student card was introduced as part of the Library Card Challenge, a national effort to ensure that every child enrolled in school has access to public libraries.

Ms. Patrick has reinforced the Library's role in the community as a civic and cultural center, a hub for public information and services. Under her leadership, library hours have been extended at most locations without additional cost.



## **Jill Serrano**

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Jill Serrano, the new Assistant Sheriff, Chief Financial and Administrative Officer with the Los Angeles County Sheriff's Department, brings a wealth of experience that uniquely combines executive-level experience in local government and financial management with the complex mission of public safety and law enforcement.

For the past twelve years, Assistant Sheriff Serrano was responsible for administering the fiscal and financial functions of the San Diego County Sheriff's Department, including the development and monitoring of its \$800 million dollar annual budget. She started her career 28 years ago as a student worker at the San Diego County Probation Department and worked her way through various management and executive level positions in financial management, public safety, law enforcement and criminal justice system operations.

She attended San Diego State University and graduated with a Bachelor of Science in Criminal Justice Administration and received a Master's degree in Public Administration. She has served as a lecturer in her alma mater's School of Public Affairs, teaching both Public Administration and Criminal Justice, and is a member of the School's Dean's Task Force. Assistant Sheriff Serrano is a mother, cyclist and an outdoor enthusiast who appreciates the educational opportunities of international travel, when time permits.



## Regina Waugh

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Regina Waugh is the Executive Director of the Los Angeles County Women and Girls Initiative.

Regina comes to Los Angeles County from the federal government. She joined the U.S. Department of State as a Presidential Management Fellow in 2010. She worked for several years as a Foreign Affairs Officer in the Bureau of Democracy, Human Rights, and Labor, focusing on strategic planning, external affairs, and on advancing the human rights of women and LGBT people around the world. In 2014, she served a one-year detail on the White House National Security Council as the Director for Human Rights and Gender, where she led efforts to integrate gender issues into foreign policy and the work of the national security agencies. Most recently, Regina was the Chief of Staff in the Secretary's Office of Global Women's Issues at the U.S. Department of State. In that capacity she worked with colleagues across the Department to empower women and girls around the world. She has also served at the Department of Justice, Department of Defense, and the Office of Management and Budget.

Regina grew up in Irvine, California. She holds a Bachelor of Arts degree in History and Psychology, a Master's Degree in Public Policy, and a Juris Doctorate, all from the University of California at Berkeley.



## NOTES

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## Acknowledgements



### Los Angeles County Department of Mental Health

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SACHI A. HAMAI  
Chief Executive Officer

August 28, 2018

To: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

### **PROGRESS REPORT ON THE IMPLEMENTATION OF COUNTYWIDE IMPLICIT BIAS AND CULTURAL COMPETENCY TRAINING (ITEM NO. 8, AGENDA OF APRIL 18, 2017)**

This is to provide the latest update from the Chief Executive Office (CEO) on current progress made in implementing Implicit Bias & Cultural Competency (IB&CC) milestones achieved under the auspices of the IB&CC Work Group. Previous updates were provided to the Board of Supervisors (Board) on July 18, 2017, and April 4, 2018.

This will be the final update from the CEO highlighting departmental specific work, which includes proposed department commitments and a conceptual countywide equity governance framework to monitor and track countywide IB&CC work. The Department of Human Resources (DHR) and Workforce Development, Aging and Community Services/Los Angeles County Commission on Human Relations (WDACS/LACCHR) will assume co-leads to move the County's IB&CC efforts forward.

#### **Post Equity Summit Activities Completed**

Subsequent to the April 4, 2018 report, the CEO with co-leads DHR and WDACS/LACCHR, convened several departmental Post Equity Summit meetings (April 19, 2018, and July 12, 2018) and completed the following work:

- Developed and implemented the countywide IB&CC training curriculum which was released in May 2018;

- Refined departmental commitments (75 in total) from the January 18, 2018, Equity Summit as detailed in Attachment I: *At-A-Glance: Summary of Countywide Commitments by Equity Area*;
- Initiated inter-department team sharing approach of internal and external commitments to address countywide IB&CC best practices; and
- Developed implementation next steps for the Board's consideration.

Regarding employee IB&CC training, as of August 9, 2018, 48,243 employee trainings have been completed through either the DHR implemented online training course (40,574) or classroom (7,669) modules through a DHR procured outside implicit bias expert trainer. The latter was achieved and available for departments through a negotiated master service agreement. In addition, tracking from the Learning Net system indicates that at least 17 County departments successfully achieved the department head Management Appraisal Performance Plan (MAPP) goal of having 50 percent or higher of employees being trained in this area.

DHR will continue to include IB&CC training in the current 2018-19 MAPP planning cycle, and work with departments to ensure the countywide goal of achieving 100 percent compliance in IB&CC training by December 31, 2018. This appears achievable as over 48,000 employees have completed the online training in just a few months. DHR also has plans to provide employees with advanced IB&CC course offerings for release over the next several years.

#### Proposed Countywide Equity Framework

In recognition of a need to monitor, track and report out on the above, a centralized Equity Framework is being proposed to provide a multi-layered approach for this oversight (Attachment II: *Implicit Bias & Cultural Competency Equity Framework*). Comprised of three specific branches, the Equity Framework will also ensure countywide alignment of departmental IB&CC determined best practices. These three branches are described below:

Equity Framework Branch (Membership)	Proposed Main Roles and Duties
<i>Governing Body (co-lead by DHR and WDACS/LACCHR, with suggested members from other departments)</i>	<ul style="list-style-type: none"><li>• Provides oversight of the IB&amp;CC efforts by the other teams and finalize IB&amp;CC departmental best practices for countywide adoption.</li><li>• Defines departmental roles and responsibilities.</li><li>• Provides guidance and addresses barriers in IB&amp;CC implementation efforts by departments.</li><li>• Identifies internal and external resources needed to carry out the County's IB&amp;CC efforts.</li></ul>



<p><i>Interdepartmental Equity Teams (Leads for each team to be determined)</i></p>	<p><b>NOTE:</b> 75 departmental commitments have been capsulized across four main equity domains and teams:</p> <ul style="list-style-type: none"> <li>○ Assessment (Evaluation: Metrics / Data)</li> <li>○ Contracting &amp; Procurement Processes</li> <li>○ Personnel &amp; Training</li> <li>○ Community &amp; Stakeholders</li> </ul> <ul style="list-style-type: none"> <li>• Co-leads of each domain team meet with the Department Equity Teams to monitor and track implementation efforts and provide consultation support as needed.</li> <li>• Identify, report, and/or elevate countywide policy or program best practices to the Governing Body for further action.</li> </ul>
<p><i>Departmental Equity Teams (Departmental IB&amp;CC leads and designated subject matter experts)</i></p>	<ul style="list-style-type: none"> <li>• Coordinate identified, individual departmental equity efforts.</li> <li>• Report on the status of the 75 department commitments (Attachment III: Summary of Departmental IB&amp;CC Commitments).</li> <li>• Seek technical guidance from the other Branches or through external resources to assist in implementation efforts.</li> </ul>

The proposed Interdepartmental Equity “Assessment” Team was created to serve as the lead entity, who will oversee individual departmental and countywide evaluation of IB&CC efforts, as detailed under the strategies and metrics in Attachment I. As part of their main duties, the Assessment Team will meet with the Interdepartmental and Departmental Equity Teams and oversee and analyze the evaluation efforts (defined metrics and data collection methods) across all 75 commitments.

Finally, the Assessment Team will provide the Governing Body with recommendations for countywide adoption of IB&CC best practices based on departmental and/or interdepartmental evaluation commitment results.

#### Proposed Next Steps

Based on the Board’s favorable consideration of the work accomplished by the County thus far, and the proposed Equity Framework governance structure to oversee countywide department efforts, the following are the next steps needed to move the IB&CC work forward:

- DHR and WDACS/LACCHR, with assistance from the CEO where needed, will work with all County departments to further develop and implement the proposed County Equity Framework. This includes consideration of staffing and resources (internal and external) needed to implement the operational and reporting structure and define departmental roles and responsibilities;
- DHR will work with Department Heads to develop specific MAPP goals in support of achieving the Equity Framework and departmental IB&CC commitment, strategies and action steps; and
- DHR and WDACS/LACCHR will provide periodic updates on the identified next steps.

If you have any questions or need additional information, please contact me directly, or your staff may contact Fesia Davenport at (213) 974-1186 or by email at [fdavenport@ceo.lacounty.gov](mailto:fdavenport@ceo.lacounty.gov).

SAH:FAD  
HK:RB:km

#### Attachments

- c:     Executive Office, Board of Supervisors  
         County Counsel  
         Auditor-Controller  
         Health Agency  
         Human Resources  
         Internal Services  
         LA County Library  
         Public Health  
         Workforce Development, Aging and Community Services  
         County Oversight Panel for Equity  
         Los Angeles County Commission on Human Relations





*Los Angeles County Residents Are Thriving and Healthy*

*At a Glance: Summary of Countywide Commitments by Equity Area*

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**AREA 1: ASSESSMENT (METRICS/DATA )**

*Outcome Statement: Develop and use County and community data to inform and achieve equitable employee relations, community engagement, and service delivery.*

**Proposed Strategies:** (What we'll do to bring about qualitative change.)

1. **Establish a standard** set of baselines (internal & external).
2. **Develop countywide standardized**, best practice/ethical approaches to increase County and community participation in surveys, focus groups, etc.
3. **Identify and engage** key community stakeholders.

**Proposed Metrics/Indicators:** (How we know that we're making progress.)

1. **Standardized evaluation tools/instruments** (departments are using the same methodology to measure population outcome impact).
2. **Increased number of departments** that are collecting/using universal data/reports.
3. **Increased number of qualified employees** that reflect/represent the communities they serve across all disciplines and services.
4. **Increased number of County programs** that promote a more diverse and representative workforce.
5. **Increased number of pathways** to recruit/employ a more diverse County workforce.
6. **Increased number of client's** whose needs are met due to customized/culturally competent services.

**AREA 2: CONTRACTING & PROCUREMENT**

*Outcome Statement: Ensure contracted/procured services are equitably awarded, implemented, and delivered.*

**Proposed Strategies:** (What we'll do to bring about qualitative change.)

1. **Train community-based** Vendors/Contractors.
2. **Engage Clients/Stakeholders** to determine service needs.
3. **Develop** Equitable Policies/Procedures.

**Proposed Metrics/Indicators:** (How we know that we're making progress.)

1. **Train Vendor/Contractors**
  - a. Increased participation in workshops that help potential vendors learn how to do business with the County.
  - b. Increased number of new/under-represented contractors that successfully maintain a County contract.
2. **Engage Clients/Stakeholders**
  - a. Increase collaboration with community/clients to identify service needs and evaluate services delivered.
  - b. Increase the number of decision-making opportunities that community members participate in.
3. **Develop Policies/Procedures**

Based on national best practices, and in consultation with County Counsel, develop policies that equitably address barriers to contracting and procurement.

**AREA 3: PERSONNEL**

*Outcome Statement: Improve equitable treatment of personnel by creating a culture of inclusion, including removing obstacles in hiring and promotion opportunities for diverse employees.*

**Proposed Strategies:** (What we'll do to bring about qualitative change.)

1. **Evaluate Examination process** – make process more proactive by offering exams more often. Also allow for department collaboration with exam units.
2. **Increase diversity** among volunteers as they feed into the workforce.
3. **Improve workforce development** in all County departments.

**Proposed Metrics/Indicators:** (How we know that we're making progress.)

1. **Demographic Data:** Job classification, salary/compensation, location, work shift, union representation status, uniformed status, and race, gender, age, and disability status.



4. <b>Provide mentor programs</b> (with equity in mind). 5. <b>Provide more individualized development plans</b> (not just through DHR, but through departments) that are linked through the Learning Management System (LMS). 6. <b>Require individual development plans</b> to be linked to performance evaluations in Performance Net. 7. <b>Conduct Implicit Bias training</b> that promotes understanding, respect, and team building and link to Performance Evaluations. 8. <b>Refine Career Pathways</b> to create a more visible streamline employee promotable pathway plan, and identify trainings in LMS that tracks progress. 9. <b>Reinstate/advertise</b> countywide employee tuition reimbursement programs. 10. <b>Create an onboarding process</b> for all new County employees that mirror the <i>Onboarding Coaching</i> model for new department heads. 11. <b>Improve use of the DHR Website:</b> Create a training or process to explain, in standard language, how to use the DHR website, standard process for navigating the exam process, and other County tools.	2. <b>Adverse Impact Analyses:</b> Recruitment, exams, selection, hiring, promoting, terminating, salary/compensation, performance management (disciplinary action), succession planning, training and development, and race, gender, age. 3. <b>Culture Climate Survey:</b> Conduct a cultural climate survey on an ongoing basis, repeated over time, possibly every 18 months. 4. <b>EEO Plans:</b> Review EEO Plans to understand where are the areas of underutilization and address them with annual accountability goals. 5. <b>Training:</b> Consistently review training compliance reports to confirm employee completion. 6. <b>Reduction in CPOE Complaints.</b>
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#### AREA 4: INTERNAL/TRAINING AND POLICY

*Outcome Statement: Increase awareness and understanding of IB&CC and facilitate equitable practices to ensure full inclusion across all County business policies, protocols, and practices.*

<b><u>Proposed Strategies:</u></b> (What we'll do to bring about qualitative change.)  1. <b>Develop/provide Countywide IB&amp;CC training</b> to increase awareness and knowledge, and to establish a baseline of key terms. 2. <b>Establish a Countywide IB&amp;CC advisory body</b> to function as a consultancy on departmental/interdepartmental specific trainings, and as a resource for Countywide IB and/or CC projects. 3. <b>Formalize access to all County and non-County resources</b> that are capable of facilitating, staffing, and/or funding IB & CC activities. 4. <b>Establish Countywide metrics</b> that support a standardized approach to data collection and analyses.	<b><u>Proposed Metrics/Indicators:</u></b> (How we know that we're making progress.)  1. <b>Online &amp; Classroom</b> a. Degree of application in work environment. b. Success of application in work environment. 2. <b>Establish an Equity Advisory Body/Framework (See attached)</b> 3. <b>Access</b> a. Number of departments that issue or update directives and/or departmental policies for ongoing diversity, inclusion, and acceptance (inclusive of IB&CC) training and related activities. b. Number of departments that specifically allocate funds for training and related IB&CC activities during Fiscal Year 2018-2019. c. Public-facing departments incorporate vendors/contractors, and provide service to clients and communities in training content. 4. <b>Standardized data collection</b> a. Pre- and post-tests or evaluations for IB&CC trainings and related activities. b. Biannual follow-up employee surveys. c. Quarterly customer service surveys.
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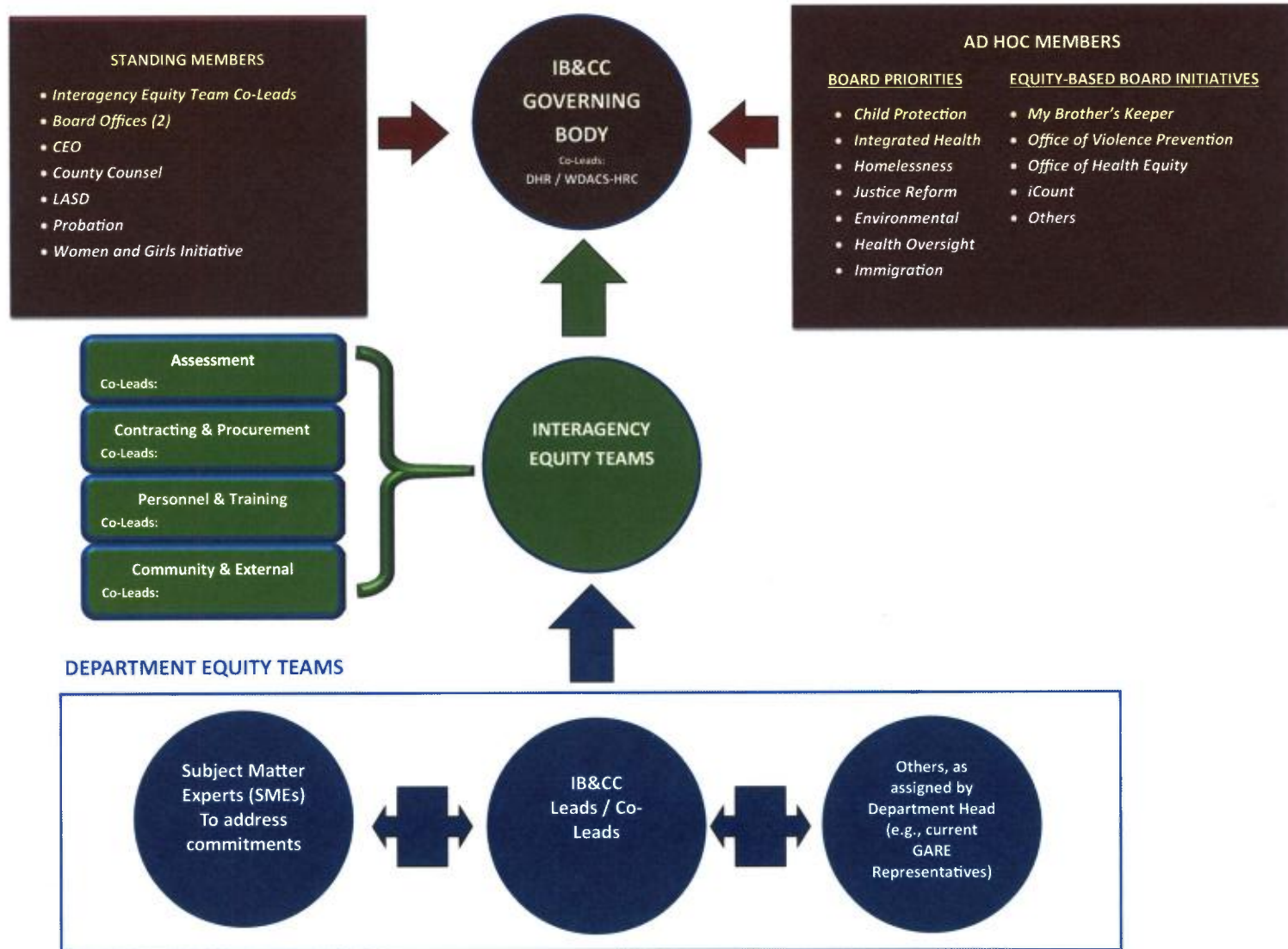
#### AREA 5: COMMUNITY & EXTERNAL

*Outcome Statement: Ensure County information, processes, and services are equitably accessible to all communities, and that challenges to equitable accessibility are collectively addressed.*

<b><u>Proposed Strategies:</u></b> (What we'll do to bring about qualitative change.)  1. <b>Engage community in participatory decision-making</b> (e.g., allocation of locally-based services/resources). 2. <b>Establish a baseline and develop an outreach plan</b> for distinct communities, beginning with those that are vulnerable and/or underserved, building from their strengths. 3. <b>Develop an Educational/Rebranding Campaign</b> 4. <b>Use the Assessment Team's universal metrics/data</b> to measure external connections that are culturally accessible.	<b><u>Proposed Metrics/Indicators:</u></b> (How we know that we're making progress.)  1. <b>Define and map distinct populations</b> , including those that are vulnerable and/or underserved using data on current conditions, as well as predictive analytics. 2. <b>Establish metrics of success</b> for outreach/educational campaigns. 3. <b>Increased community awareness</b> of county rebranding/role. 4. <b>Establish metrics</b> for measuring the strength of County-community stakeholder "cohesion." 5. <b>Complete assessments of resources/logistics</b> needed for engaging community in participatory decision-making. 6. <b>Established equity policies/guidelines;</b> and participatory decision-making opportunities are identified.
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# PROPOSED IMPLICIT BIAS & CULTURAL COMPETENCY (IB&CC) EQUITY FRAMEWORK

"Los Angeles County Residents Are Thriving and Healthy"







**You can help transform Los Angeles County  
into a National Equity Model through  
EDUCATION, EMPOWERMENT and ACTION.**

**IB&CC  
SUMMARY OF DEPARTMENTAL COMMITMENTS**

DEPT	FUNCTIONAL AREA	COMMITMENT
Agricultural Weights and Measures	External	Provide language and translation services
Agricultural Weights and Measures	Internal	Survey department's employees
Alternate Public Defender	Internal	Create an environment in which employees feel comfortable and safe to express thoughts and concerns regarding bias in the workplace.
Alternate Public Defender	Training	Provide IB&CC training to all departmental employees
Animal Care and Control	External	Compare demographics of department's volunteer workforce by Animal Care Center (ACC) with the demographics of the communities each serves to identify underrepresented populations, both to serve as volunteers and be better served by volunteers assisting the public at care centers.
Animal Care and Control	Training	Provide IB&CC training to all departmental employees
Animal Care and Control	External	Assess accessibility of ACC Customer Service Center services to visually and hearing impaired visitors.
Animal Care and Control	External	Collect and analyze data about adopters allowed and denied adoption of dominant breed dogs. Use data to make changes to ensure that implicit bias does not factor into assessments and outcomes.
Arts Commission	Policy	Update regional plan for Arts Education
Arts Commission	Policy	Develop strategies Increase Arts funding
Assessor	External	Provide multi-language and translation information on rights and services related to property ownership. Outreach to immigrant and underserved communities.
Assessor	Policy	Ensure budget allocation for IB&CC training to reinforce our commitment to a culture of equity and development of future appraisers, admin/support staff and throughout the offices.
Auditor-Controller	Training	Provide IB&CC training
Auditor-Controller	Policy	Ensure budget allocations for IB&CC training
Auditor-Controller	Personnel	Work towards addressing the employment needs of the underserved population by supporting County-sponsored outreach recruitment programs, including the Veteran Intern Program, Career Development Intern Program, and Youth Bridges Program.
Beaches and Harbors	Assessment	Determine how we treat our employees inequitably
Child Support Services	External	Acquire a mobile vehicular unit to deliver child support services to communities in Los Angeles County.
Child Support Services	Training	Provide CSSD employees with Diversity Training
Children and Families Services	Training	Provide department-wide training (GARE) that focuses and informs intentional and sensitive conversations / dialogues among executive and senior leadership initially which leads to IB&CC dialogue/conversation with all levels of staff, community partners, stakeholders.
Children and Families Services	Policy	Move forward with the development of a proposal to resource a departmental division/program that will allow for the intentional alignment and integration of initiatives, e.g., ERDD, Faith-based, LGBTQ, etc.





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**IB&CC  
SUMMARY OF DEPARTMENTAL COMMITMENTS**

DEPT	FUNCTIONAL AREA	COMMITMENT
Community Development Commission	External	Create cross functional position that focuses on increasing employment for residents receiving public assistance for housing and expanding the utilization of small, minority, women-owned and locally-owned businesses.
Community Development Commission	Internal	Conduct CEOP Process Adoption and Promotion / Internal CPOE Policy and Training.
Community Development Commission	Training	Provide IB&CC training to all agency employees
Consumer and Business Affairs	Training	Provide IB&CC training to all departmental employees
Consumer and Business Affairs	External	Develop brochures, posters and educational materials in multiple languages and provide language interpretation and translation services.
County Counsel	Training	Provide IB&CC training to all employees
County Counsel	Internal	Provide outreach to client departments related to legal issues and assistance needed with regard to IB&CC, as they conduct business within their departments and serve their community customers.
District Attorney	Internal	Create an environment in which employees feel comfortable and safe to express thoughts and concerns regarding bias in the workplace.
District Attorney	Training	Develop and provide relevant and varied trainings to meet the various disciplines in the DA's office.
Executive Office - Board of Supervisors	Internal	Update the County Policy of Equity website and include information regarding IB&CC.
Executive Office - Board of Supervisors	Training	Ensure that all individuals involved in the recruitment and hiring activities, and managers and supervisors charged with preparing PEs in the department, are fully trained concerning IB&CC and CPOE.
Fire	Training	Provide Implicit Bias Department Training
Health Services	External	Improve the cultural competency ratings in the Clinician & Group of Healthcare Providers and Systems (CGCAHPS).
Health Services	Training	Include IB&CC within the Self-Awareness Learning Module of the DHS Management Development Program.
Human Resources	Personnel	Review succession planning, performance management and hiring methods, tools and policies to ensure equitable treatment and fewer obstacles to hiring and advancement opportunities.
Human Resources	Assessment	Analyze equity data to identify trends related to administrative actions taken in LA County to reduce equity violations.
Internal Services Department	Contracting	Collaborate with DHR to improve and enhance our contracting policies by incorporating CPOE into our contracting policies.
Internal Services Department	Internal	Use the IB&CC Summit resources to create awareness of IB&CC throughout the organization.
LA County Library	External	Leverage or expand partnerships for better access to underserved communities and targeting collaboration that focus on equity.
LA County Library	Policy	Continue and fulfill department's equity initiative: iCount
Medical Examiner-Coroner	Training	Train all employees on IB&CC and continue to increase awareness throughout the department regarding the County's initiatives to ensure equal access to public services.
Medical Examiner-Coroner	External	Update public resources (e.g., website, brochures) to increase available languages and improve their cultural sensitivity.





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**IB&CC  
SUMMARY OF DEPARTMENTAL COMMITMENTS**

DEPT	FUNCTIONAL AREA	COMMITMENT
Mental Health	Assessment	Assess staff perception about the LACDMH's commitment to: 1) improve the employees' knowledge about implicit bias as related to ethnicity, race, gender, and other cultural differences; and 2) facilitate the process of staff examining their own implicit bias toward persons/groups from different backgrounds.
Mental Health	External	Enhance LACDMH's cultural and linguistic competency by providing language interpretation and translation services.
Military and Veterans Affairs	Assessment	Survey clients to determine their perception of our department's equity in service.
Museum of Art	Assessment	Compare demographics of our employees with the changing demographics of Los Angeles County to ensure that our employee base continues to evolve toward the diversity and demographics of Los Angeles County.
Museum of Art	Policy	Ensure budget allocations for Diversity, IB&CC training to reinforce our commitment to a culture of diversity and inclusion.
Museum of Natural History	External	Provide language interpretation and translation services within our new gallery exhibitions.
Museum of Natural History	Training	Training on Implicit Bias for managers and directors
Parks and Recreation	Assessment	Develop demographic analysis, evaluate relevance to recreation programs and train staff on these analyses; implement programs and outreach strategies to meet community needs.
Parks and Recreation	Training	Develop a training and evaluation program for all employees on IB&CC to bring awareness to a culture of equity and tolerance.
Probation	Training	Train all 6,500 Probation employees on IB&CC by December 2018. Probation will align training with our delivery of client service and our hiring and promotional practices.
Public Defender	Training	Work with Dr. Bryant Marks to conduct Implicit Bias training for Public Defender.
Public Health	Contracting	Conduct analysis, identify and implement strategies to increase the proportion of contracts to underutilized and underrepresented populations, e.g., local Small Business Enterprises (SBEs), Historically Underutilized Businesses (HUBs), Minority and Women Business Enterprises (MWBEs) and LGBT Business Enterprises (LGBTBEs).
Public Health	External	Increase patient/client/consumer involvement by developing opportunities to elicit more meaningful, dynamic and qualitative feedback on direct services received, and recommendations for system, service and provider improvements, e.g., creating a patient advisory board.
Public Social Services	Training	Provide multi-year IB&CC training that will initially begin with DPSS executive staff and section heads. Based on what the department finds in other IB&CC initiatives, the training will be adapted and target staff that work in problem areas. Incorporate IB&CC awareness campaigns through our internal communications efforts.





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ATTACHMENT III



**IB&CC  
SUMMARY OF DEPARTMENTAL COMMITMENTS**

DEPT	FUNCTIONAL AREA	COMMITMENT
Public Social Services	Internal	Leverage our existing data and hiring reports to identify key decision-making points where structural and/or implicit bias may be present, which could include hiring/promotion decision points that are not centralized in our Human Resource Division. Conduct a deep dive to assess how we can improve the process and ensure fairness.
Public Social Services	External	Leverage our existing DPSS STATS process to ensure equity in service delivery. STATS is a monthly meeting where performance is quantified and results are discussed. We can leverage our available data and match with participant demographics to assess whether the delivery of our services and the results of our actions are equitable across all demographics. For example, we can look at average time for case approval across various ethnic codes, and if we can find differences, we discuss ways of identifying root causes and/or taking a serious look at how implicit bias may be at play.
Public Works	Policy	Create a framework assessing our customer base and needs and monitor our improvements, including outreach to community, businesses and employees.
Public Works	Training	Develop a training plan for employees and contract staff on IB&CC.
Regional Planning	Training	Conduct IB&CC training for all Regional Planning employees to educate, empower, and bring awareness and understanding for reducing bias and maximizing equity and inclusion at the individual and organizational levels.
Regional Planning	Assessment	Survey Regional Planning employees on their perception and understanding of the department's equity efforts and strategies to better engage staff and obtain their feedback on training, supervision and promotional practices.
Regional Planning	External	Expand language access to enhance public engagement; develop language access policy, and increase language access in land use discussions.
Registrar-Recorder/County Clerk	External	Ensure the new voting system - Voting Solutions for All People (VSAP) addresses implicit biases and voter participation accessibility.
Registrar-Recorder/County Clerk	External	Sponsor a countywide event focusing on language and accessibility (culturally sensitive).
Sheriff	Training	Provide IB&CC training to recruiting employees and background investigators.
Sheriff	Assessment	Compare demographics of the department workforce with demographics of the County. Targeted recruitment in underrepresented populations.
Treasurer and Tax Collector	Training	Provide training related to selection bias
Workforce Development, Aging and Community Services	Training	Exceed MAPP requirement of half of departmental staff to receive DHR online training on IB&CC, by providing in-person, full day training for the entire departmental staff with Dr. Bryant Marks by June 30, 2018.



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**IB&CC  
SUMMARY OF DEPARTMENTAL COMMITMENTS**

DEPT	FUNCTIONAL AREA	COMMITMENT
Workforce Development, Aging and Community Services	Policy	Identify metrics (measures) our department will use to assess and monitor our improvement in cultural competency and management of implicit biases.
Workforce Development, Aging and Community Services	External	Increase awareness and visibility of our IB&CC efforts by adding an IB&CC webpage to our department's website and/or utilizing our department's social media accounts to showcase our IB&CC efforts and share our resources with the public.
Workforce Development, Aging and Community Services	Personnel	Ensure timely EEO Plan and Utilization Analysis consultations with the Department of Human Resources by June 30, 2018, to help drive equitable practices in recruitment, with an updated EEO Plan and Utilization Analysis of our department completed by December 31, 2018.
Workforce Development, Aging and Community Services	Assessment	Compare demographics of our department's workforce with the demographics of our recruitment area to ensure recruitment and hiring practices reflect equity.
Workforce Development, Aging and Community Services	Policy	Participate in the 2018 Government Alliance on Race and Equity (GARE) cohort to develop best practices, tools and resources to build and sustain the County's culture of equity.
Workforce Development, Aging and Community Services	Policy	Review MAPP goals for the department and update as needed to align with these commitments.



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